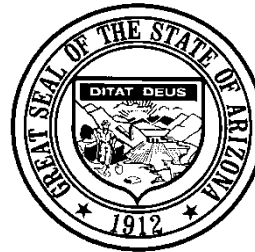


# **Judicial Project Investment Justification**

*A Statewide Standard Document for Information Technology Projects  
for the Arizona Judicial Branch*

***Project Title:***



Version 2.0

January 1, 2011

***Prepared by:***

<b><i>Name</i></b>	
<b><i>Court</i></b>	
<b><i>Date</i></b>	

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## Introduction

An Information Technology (IT) project is defined as a specific series of activities involving the implementation of new or enhanced IT systems. This document is used for two purposes:

1. A Judicial Project Investment Justification (JPIJ) document is completed for all projects of \$250,000 or more in development costs, regardless of funding source.
2. It is also used as part of the documentation to request an exception to standards as defined by the Arizona Code of Judicial Administration §§ 1-501 and 1-505.

Project information includes operating costs to enable life cycle analysis. Life cycle analysis is an evaluation of costs and benefits over a prescribed period not greater than 5 years.

### **A. Document Information**

Information is included in each section to assist in preparing the JPIJ document. The JPIJ format presented here [adapted from the State-standard Project Investment Justification (PIJ) document maintained by the Government Information Technology Agency (GITA)] is the Arizona Judicial Branch standard for project and/or standard exceptions justification and must include all required sections in the order specified in the Table of Contents. Information about the GITA PIJ including the PIJ Policy, Standard and Procedure can be found at the GITA web site at <http://www.azgita.gov/nav/pij.htm>. Although not required under statute, the Arizona Judicial Branch is using this modified version of the standard state document to capture information for court projects.

Section I. **Business and Technology Assessment** provides a project overview, describes the existing situation and problem, defines the proposed changes and objectives, and outlines the quantitative business case for the proposed technology solution.

Section II. **Project Approach** defines the proposed technology, illustrates viable alternatives, lists major deliverables, other projects on which it depends, other projects that are depending on it, and provides the anticipated development timeline for the project.

Section III. **Policies, Standards & Procedures** includes enterprise architecture compliance, conformance with Judicial Branch goals, and other key technical considerations for the project.

Section IV. **Roles and Responsibilities** documents the titles and responsibilities of key personnel involved in the project.

Section V. **Public Value and Benefits** documents improved management or performance that brings new value to court users, stakeholders, and citizens. This section identifies quantitative and qualitative benefits that may be gained by completing this project.

Section VI. **Project Financials** identifies the development and operating costs, summary of costs, and funding source(s) for the project.

Section VII. **Risk Assessment** measures the impact of the project on the court in key categories. Each category is described and contains conditions pertaining to risks that correspond to point values.

Section VIII. **Project Approvals** provides a summary of various project values, a management review checklist and an area for the court management to approve the project by signature, establishing accountability. The Presiding Judge will review and sign all JPIJ documents.

The **Appendices section** provides attachments to the JPIJ document. An itemized list of costs is required to substantiate the Financial Assessment. A connectivity diagram and a Gantt chart indicating major project milestones are also required.

### **B. Procedure**

The COT staff review cycle is not more than thirty (30) working days from the date received to the date the court is notified of the recommendation being made. During the review staff may be in contact with you to request additional information. Please include your email address and FAX number to facilitate communications. Review by the Commission on Technology will occur at its regularly scheduled meetings.

The Commission on Technology will issue a response letter to the submitter in the submitting court indicating the results of the review and a recommendation. **Approval of a project does not approve funding or procurement of technology projects.** It is the responsibility of the court to secure additional approvals that may be required by local or other funding bodies.

## **Section I. Business and Technology Assessment**

<i>Court Name and Address</i>	<i>Contact Name, Phone, FAX, email</i>

<i>Project Investment Name</i>	<i>Date</i>

This section briefly describes the business issues, technology to be implemented and general business case for the project.

### **A. Management Summary**

Provide a concise management-level summary of key information described in more detail in the body of the JPIJ, including the objectives of the project in terms of what problem is expected to be addressed, the specific solution being proposed to accomplish those objectives, and , to the extent it exists, a quantified justification explaining why/how the solution is needed to deliver the expected business objectives. This section should be completed last, once the remaining sections of the JPIJ have been filled in.

### **B. Existing Situation and Problem, “As Is”**

Explain the current business and technology processes and issues being addressed, and their weaknesses. Provide specific information about current staffing and procedures that negatively affect the processes. Identify specific hardware, software, and network inadequacies. If requesting an exception to standards, also specify the advantages of the new standard in comparison to the inadequacies of the current standard.

### **C. Proposed Changes and Objectives, “To Be”**

Explain the new technology processes to be implemented with respect to customer service, productivity, quality, performance, and technology. Describe how the new system will address current problems and how it will impact the organization’s policies, procedures, standards, staffing, costs, and funding. Also, describe the functional elements of the new system and how court personnel will use them.

If a new system is required to meet certain standards, provide detailed information or attach copies of the documents. Describe the impact of the new system on help desk functions, operations, disk storage, computer processing, network, testing environment, other projects, and other customer services.

### ***D. Quantified Justification***

Describe, to the extent they exist, the quantitative benefits that may be gained by completing the project, along with the increased value being brought to the court, stakeholders, and court users.

## **Section II. Project Approach**

### ***A. Proposed Technology***

Describe hardware, software, and communications. Describe the strengths and weaknesses of the proposed solution. Describe software modules to be developed and any maintenance required. Describe the processing impact on the current environment and any enhancement or improvements that may be necessary in the future. Include any terms or conditions required by the vendor for the new technology. Describe any converting or migrating of information and the over all method, timing and costs.

### ***B. Other Alternatives Considered***

Describe other solutions that were evaluated and explain why they were rejected. Include their strengths and weaknesses. “Do nothing” is an alternative. Evaluating all other viable alternatives is evidence of objectivity and proof the best alternative was selected. If no other alternative besides “Do Nothing” is cited, an explanation may be required.

### ***C. Major Deliverables and Outcomes***

Describe what your court, internal and external customers, and the citizens of Arizona will receive as a result of the project. Describe critical factors and criteria you will use to determine project success. Deliverables include the system hardware and software, application features and functions, system enhancements that improve productivity, new or improved services provided to stakeholders.

### ***D. Project Dependencies***

List projects currently underway or being planned that have business deliverables on which your project depends. Provide the project name, project manager name and business deliverable being depended on.

<b>Project Name</b>	<b>Project Manager</b>	<b>Business Deliverable</b>

List projects currently underway or being planned that depend on business deliverables being provided as part of your project.

<b>Name of Business Deliverable</b>	<b>Project Name</b>	<b>Project Manager</b>

### ***E. Project Development Timeline***

Provide the estimated schedule for the development of this project. These dates are estimates only. If the project is approved, COT monitoring staff will review the project plan and may ask for additional information or updates.

**Development  
Start Date:**

**Development  
End Date:**

## Section III. Policies, Standards, & Procedures

### INSTRUCTIONS

Answer YES or NO to the following questions in regard to current Policies, Standards & Procedures. By selecting YES on any of the questions, the court is agreeing to the statement and can provide specific details if requested. If selecting NO, the court understands additional justification may be required.

#### A. Enterprise Architecture

☐ Yes ☐ No - Does this project meet all standards and protocols for technology solutions, as defined in Judicial Branch Enterprise Architecture published at <http://www.azcourts.gov/cot/EnterpriseArchitectureStandards.aspx?>

If <b>NO</b> please describe <b>NEW</b> or <b>EXCEPTIONS</b> to standards or protocols needed.

#### B. Disaster Recovery Plan/Business Continuity Plan

☐ Yes ☐ No - Does this project require a Disaster Recovery Plan and Business Continuity Plan?

#### C. Project Operations

☐ Yes ☐ No - Is there a written assessment of short-term and long-term effects the project will have on operations?

#### D. Judicial Strategic Plan Objectives

Please check which goal the project is in support of; if more than one, indicate only the primary goal.

- ☐ Strengthening the Administration of Justice
- ☐ Maintaining a Professional Workforce
- ☐ Improving Operational Efficiencies
- ☐ Improving Communications
- ☐ Protecting Children, Families, and Communities
- ☐ Improving the Legal Profession

## Section IV. Roles and Responsibilities

Provide the names, job titles and responsibilities of key personnel involved in the project. These should include the Project Sponsor and Project Managers (Technical Project Manager, Business Project Manager). If a steering committee will oversee the project, include roles or titles of members and meeting frequency.

## Section V. Public Value and Benefits

### A. Value to the Public

#### INSTRUCTIONS

Evaluate the impact the project will have on state and local citizens and Judicial Branch customers and clients. Note the sum of measurable benefits, including a description and method of calculation.

**Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.**

<i>Detail Description of Project Benefits: VALUE TO THE PUBLIC</i>	<i>Score</i>
<b>Client Satisfaction:</b> Describe how stakeholders will likely respond to the anticipated changes or improvements.	
<b>Customer Service:</b> Describe anticipated improvements to internal or external service delivery including faster response time, increased access to information, reduction in client in-person visits, etc.	
<b>Life/Safety Functions:</b> Describe how the project will reduce risk in functions related to public protection, health, environment, and safety.	
<b>Public Service Functions:</b> Describe how project enhances licensing, maintenance, or payments to public entities.	
<b>Legal Requirements:</b> Cite the federal or state mandate and/or describe any interfaces with federal, state, or local entities.	
<b>Other:</b> List any other valuable benefit to the public.	
<b>TOTAL</b>	

#### *FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION*

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### B. Benefits to the State and Local Judiciary

#### INSTRUCTIONS

Describe the economic impact the project may have on your court, the State or the public. Improved performance can produce either monetary savings or increased revenues. Cost avoidance activities may be noted in both value to the public and benefits to the state. Labor savings may be included if they represent a reduction in force, or avoidance of new hires. Note the sum of measurable economic benefits, including a description and method of calculation.

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**Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.**

<i>Factors to Include</i>	<i>Score/\$</i>
<b>Court Performance:</b> The extent to which duties and processes will improve or positively affect business functions. Consider reduced redundancy and improved consistency for the court.	
<b>Productivity Increase:</b> The improvements in quantity or timeliness of services or deliverables. Consider improved turnaround time or expanded capacity of key processes.	
<b>Operational Efficiency:</b> Rating may be based on improved use of resources, greater flexibility in court responses to stakeholder requests, reduction or elimination of paperwork, legacy systems, or manual tasks.	
<b>Accomplishment Probability:</b> The extent to which this project is expected to have a high level of success in completing all requirements for the division or court.	
<b>Functional Integration:</b> The impact the project will have in eliminating redundancy or improve consistency. Consider the impact of information sharing between departments or divisions, or between agencies in the State.	
<b>Technology Sensitive:</b> The implementation of the right types of technology to meet clear and defined goals and to support key functions. Consider technologies and systems already proven within the court, division, or other similar organizations.	
<b>Other:</b> List any other applicable benefit.	
<b>TOTAL</b>	

<b>FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION</b>



## Section VI. Project Financials

### Development and Operating Cost INSTRUCTIONS

Development Costs are the sum of all start up expenditures. Operating Costs are the sum of all ongoing expenditures after initial startup. A detail listing of the kinds of costs to be included can be found in the *Statewide Standard P-340 S-340, Cost Factors Table*. This document is available on the GITA web site at [www.azgita.gov/policies\\_standards/](http://www.azgita.gov/policies_standards/).

Lease/Purchase is a development cost since leasing is a financing mechanism to enable procurement. Upgrades or software license increases may be included in these costs.

For exceptions to standards, an analysis of implementing both the standard and the proposed exception solution should be included.

#### ***ALL COSTS MUST BE SUBSTANTIATED IN APPENDIX A. ITEMIZED LIST WITH COSTS.***

1. *Professional and Outside Consultants Cost*

The dollars expended for all third-party consultants and contractors, such as project leaders, operations or technical support, communications, and LAN administrators. In Appendix A, include the billing rate, number of hours, and the tasks to be performed.

2. *Hardware*

All costs related to computer hardware and peripherals used on a project, including mainframes, midrange, micro- and mini-processors, laptops, hand-held devices, and peripheral devices such as disk drives and printers.

3. *Software*

All costs related to applications and systems related software for the project.

4. *Communications*

All costs related to analog and digital networks, communication processors, software, frame relays, phone switches, cabling, wiring, LAN/WAN, and other items associated with communications.

5. *Facilities*

All costs related to improvements or expansions of existing facilities required to support this project, as well as rentals, leases or purchase of new IT facilities.

6. *Licensing and Maintenance Fees*

All licensing and maintenance fees that might apply to hardware, software and any other products included as up-front costs in this project (ongoing costs are considered operational not development).

7. *Other*

Other IT costs not included above, such as documentation, manuals, travel, training and living expenses.

Training costs should be included if expenditures are specifically incurred for this project. If there is an in-house training department and the cost of the training is absorbed, no costs should be reported. Travel costs should be the amount of expenditures and not the value of automobiles, trucks, or other goods.

**NOTE:** FTE costs may be included in section C. below, as required.

## A. Development and Operational Project Funding Details

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

<b>DEVELOPMENT COSTS</b>						
<b>Category</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>Total</b>
Professional & Outside Services						\$ -
Hardware						\$ -
Software						\$ -
Communications						\$ -
Facilities						\$ -
License & Maintenance Fees						\$ -
Other						\$ -
<b>Total Development Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Enter Total Development Cost (above) in Project Values table on Approvals page.*

<b>OPERATIONAL COSTS</b>						
<b>Category</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>Total</b>
Professional & Outside Services						\$ -
Hardware						\$ -
Software						\$ -
Communications						\$ -
Facilities						\$ -
License & Maintenance Fees						\$ -
Other						\$ -
<b>Total Operational Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Enter Total Project Cost (below) in Project Values table on Approvals page.*

	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>FY_____</b>	<b>Total*</b>
<b>TOTAL PROJECT COSTS</b> <b>*(Includes development and operational costs)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## B. Funding Source

### Funding Source INSTRUCTIONS

Identify all funding sources such as city/county General Fund, State/Local Judicial Collections Enhancement Funds, Document Storage and Retrieval Funds, Federal matching funds and block grants, and any other funds that may apply to this project. Add total project dollars by development and operational budget to the columns for “Currently Available” and “New Appropriations Request” by Funding Source category. If you have requested new additional appropriations, or additional spending authority, use the “New Appropriations Request” column.

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

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Funding Source Category	Name of Funding Source	Currently Available (\$)		New Appropriations Request (\$)		Total (\$)
		Development Budget	Operational Budget	Development Budget	Operational Budget	
Local General Fund						\$ -
State JCEF						\$ -
Other Local Fund						\$ -
Federal Funds						\$ -
Other Non Appropriated Funds						\$ -
<b>TOTAL PROJECT COSTS</b> Totals should = development and operational totals above		\$ -	\$ -	\$ -	\$ -	\$ -

### C. Full Time Employee (FTE) Project Hours

Provide estimated FTE Development hours that will be utilized for the duration of the project. Include IT as well as Business Unit FTE hours, if available. **Enter into Project Values table on Approvals page.** Enter FTE costs (if known) as well.

**Total Full Time Employee Hours**

**Total Full Time Employee Cost** \$

## Section VII. Risk Assessment

### INSTRUCTIONS

**Rate each question to determine risk level at Low (0), Medium (1), High (2), Very High (3).**

**Enter Total Risk Score into Project Values table on Approvals page.**

### RISK EVALUATION RANGES

LOW RISK PROJECT	0 - 8
MEDIUM RISK PROJECT	9 - 25
HIGH RISK PROJECT	26 - 42
VERY HIGH RISK PROJECT	43 +

Add Project Risk Details (if required)

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JPIJ Project Classification & Risk Evaluation					
Risk Factor	Low (0)	Medium (1)	High (2)	Very High (3)	Score
<b>Project Management Complexity</b>					
<b>Project Team Size (# of people)</b>	1-5	6-10	11-15	> 15	
<b>Project Manager (PM) Experience</b>	Deep experience in this type of project	Some experience in this type of project and able to leverage subject matter experts	Some experience in this type of project and has limited support from subject matter experts	New to this type of project	
<b>Team Member Availability</b>	Dedicated staff for project activities only as assigned	Staff in place, few interrupts for non project tasks are expected and have been accounted for	Available, some turnover expected, some interrupts for non project issues likely	Dedicated team not available; staff will be assigned based on capacity	
<b># of Entities Involved in Development Activity</b>	1	2	3	> 3	
<b>Vendor (if used)</b>	No Vendor required	Vendor has been used previously with success	Vendor has been used previously with some management support required	New Vendor and/or multiple vendors	
<b>Project Schedule</b>	Schedule is flexible	Schedule can handle minor variations, but deadlines are somewhat firm	Scope or budget can handle minor variations, but deadlines are firm	Scope, Budget and Deadlines are fixed and cannot be changed	
<b>Project Scope</b>	Scope is defined and approved	Scope is defined and pending approval	Scope being defined	High level definition only at this point	
<b>Budget Constraints</b>	Funds allocated	Funds pending approval	Allocation of funds in doubt or subject to change without notice	No funding allocated	
<b>Project Methodology</b>	Defined methodology	Defined methodology, no templates	High level methodology framework only	No formal methodology	
<b>IT Solution Complexity</b>					
<b>Product Maturity (if purchased)</b>	Product implemented & working in > 1 gov't agency or business of similar size	Product implemented & working in 1 agency or business of similar size	Product implemented & working only in an agency or business of smaller size	Product not implemented in any agency or business	
<b>Solution Dependencies</b>	No dependencies or interrelated projects	Some minor dependencies or interrelated projects but considered low risk	Some major dependencies or interrelated projects but considered medium risk	Major high-risk dependencies or interrelated projects	
<b>System Interface Profile</b>	No other system interfaces	1-2 required interfaces	3-4 required interfaces	> 4 required interfaces	
<b>IT Architectural Impact</b>	Follows COT-approved design; principles, practice & standards	New to the court but follows established industry standards	Evolving "industry standard"	No standards, leading edge technology	
<b>Deployment Impact</b>					
<b>Process Impact</b>	No business process changes	Agency wide process changes	Multi-State Agency process changes	State-wide process changes	
<b>Scope of End User Impact</b>	Department or Division level only	Multiple Dept. or Court-wide impacts	Multi-Court impacts	Statewide impacts	
<b>Training Impact</b>	No training is required	Minimal training is required	Considerable training is required	Extensive training is required	
<b>Total Risk Score</b>					<b>0</b>

## Section VIII. Project Approvals

### Management Review Checklist

Key Management Information	Yes	No
1. Is this project for a mission critical application system?		
2. Is this project referenced in your court's/county's IT Strategic plan?		
3. Is this project consistent with COT policies, standards and procedures?		
4. Is this project in compliance with the Arizona Revised Statutes and court rules?		
6. Is this project mandated by law, court case or rule? If yes, cite the federal requirement, ARS Reference, Court Rule or Case.		
Details: <i>Provide details related to technology as part of the requirement.</i>		

### Project Values

The following table contains summary information taken from the other sections of the JPIJ document.

Description	Section	Significance
Value Rating	V. A. Value to the Public	
Economic Benefits	V. B. Benefits to the State and Local Judiciary	Score \$
Total Development Cost	VI. A. Development Costs	\$
Total Project Cost	VI. A. Total Project Costs	\$
FTE Hours	VI.C FTE Project Hours	
Project Risk Factors	VII. Risk Assessment Score (Maximum 48)	

## **Formal Project Approvals**

The JPIJ must be transmitted to AOC/COT by email. The project approvals block may be sent via mail or FAX. Please include the Project Title for identification.

### **Project Title:**

<i>Responsibility</i>	<i>Approval Signature and Title</i>	<i>Date</i>
Presiding Judge:	Full Name	
Clerk of Court:	Full Name	
Project Manager	Full Name	
Project Sponsor or Other	Full Name and Title	

## **Appendices**

### **A. Itemized List with Costs**

Attach a detailed list of expenditures including unit costs and extensions. Ensure the total agrees with the TOTAL column on tables labeled “Development Costs” and “Operating Costs.” This list should contain all items associated with the total project investment, including hardware purchase costs, software purchase costs, software licensing costs, professional and outside services costs, consulting costs, communication costs, facilities costs such as cabling or wiring, training costs, travel costs, and all other costs.

### **B. Connectivity Diagram**

Attach a high-level schematic drawing, indicating major hardware components. If your project is an expansion of existing facilities, clearly indicate existing and new components. A hand-drafted drawing is acceptable.

### **C. Project Schedule -- Gantt Chart, Project Management Timeline**

Include a computer-generated Gantt Chart or a textual list of major project phases and milestones. Include the estimated time of completion for each milestone, and the total elapsed time for the entire project. Do not include a detailed list. If a vendor is involved, insure the plan is consistent with the vendor’s proposed schedule. This Gantt Chart will be used as the basis for project oversight.

## **Glossary**

If special terminology and acronyms are used, consider including a glossary of terms.

## **Document Information**

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